

**SOUTH GLOUCESTERSHIRE**

**SAFER AND STRONGER COMMUNITIES  
STRATEGIC PARTNERSHIP**

**ANNUAL REPORT  
2016/17**

## **Introduction from the Chair of the Safer and Stronger Communities Strategic Partnership**

This past year has seen a number of challenges to all bodies involved in serving the public. Financial pressures continue to have a major impact on all of us, and the impact of these pressures has been played out in the national media, often having a negative impact on public confidence.

South Gloucestershire has not been exempt from these difficulties, but through effective working together the Strategic Partnership has still been able to achieve positive results in a number of areas as described in this annual report.

I am particularly pleased with the improvements which mean Filton is no longer classed as a priority neighbourhood, and am looking forward to other neighbourhoods achieving this same result in future years.

The achievement of working with the Police and Crime Commissioner to develop a single strategic plan – the Safer and Stronger South Gloucestershire Plan –incorporating both the Local Policing Plan and the SSCSP’s Partnership Strategy should not be underestimated. I am very aware that this innovative approach was not easy to bring to a successful conclusion and involved a number of difficult negotiations. However, the focus of those negotiations was always on what would be most effective in delivering the best possible outcomes for our residents. That is a real demonstration of the good partnership working I have seen over the past year.

That exercise has also highlighted a number of areas where we can improve our efficiency and effectiveness, and work is already under way to address these in 2017/18. This includes linking more closely to the Safeguarding work going on locally; conducting a formal review of the Strategic Partnership’s operations and work; and using more robust approaches to prioritisation and decision making. By maintaining a focus on improving the partnership’s processes and relationships, we can continue to achieve excellent results for our local communities

**Councillor Heather Goddard**  
**Chair Safer and Stronger Communities Strategic Partnership**

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## **BACKGROUND**

The Partnership was established in early 2007 and fulfils the legal requirement for a Community Safety Partnership in South Gloucestershire as established under the Crime and Disorder Act 1998 and Police Reform Act 2002. The primary purpose of the Partnership is to co-ordinate and help deliver actions that support the development of safer and stronger communities within South Gloucestershire.

The Partnership also acts as the lead on Safer and Stronger Communities work for the South Gloucestershire Partnership.

The Partnership Framework, describing its operation in more detail, is attached at Appendix 1.

In the 2016/17 municipal year the Partnership's regular meetings took place on the following dates: 1 July 2016; 14 October 2016 and 31 March 2017. Links to the agenda papers for each of these meetings, showing the business covered, is given at Appendix 2. In addition, during December 2016 key information was circulated electronically and queries answered.

In 2016/17, the Partnership met all its statutory obligations. In addition to the process requirements already identified in this report and Appendix 1 (i.e. involvement of defined Responsible Authorities; an annual public meeting) these can be summarised as:

- Conducting a Joint Strategic Assessment of Crime and Disorder in the Local Area;
- Agreeing a Partnership Plan to address priority Crime and Disorder issues;  
and
- Implementing the Partnership Plan.

## **WORK OF THE SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP 2016/17**

### **Major topics considered by the Strategic Partnership 2016/17**

An agreed Partnership Plan had laid out the Strategic Partnership's targets for its priority areas in 2016/17, and the Strategic Partnership maintained a rigorous focus on the achievement of these through the year.

Performance results for 2015/16 were considered in July 2016, and outcomes for the first 6 months of the year were circulated in December. Final performance results for 2016/17 are reviewed elsewhere in this report.

The Strategic Partnership was particularly keen to fully understand the level and pattern of racially motivated incidents / hate crime in the light of national increases in these following a number of national and international events. The latter included the EU Referendum; the murder of Jo Cox MP, and the Presidential elections in the USA.

Post-EU Referendum week, there was a 58% increase in recorded hate crime nationally, along with a 16% increase on the previous year over the next 3 months. This pattern was not replicated in South Gloucestershire, where reported incidents did not increase significantly. Analysis of reported incidents shows the most common form of reported hate crime in South Gloucestershire was racially motivated hate crime, with the most targeted group being economic migrants. There was no reported increase in Islamophobic incidents of hate crime in the autumn of 2016.

The project to conduct the annual Strategic Assessment of Crime and Disorder was chaired by Chief Inspector Paul Wiggington of the Police. Proposed priorities for 2017/18 were circulated in December 2016, and these were confirmed at the Strategic Partnership's meeting in March 2017, when a Delivery Plan to address those priorities was also agreed.

The Safer and Stronger Communities Partnership Strategy was refreshed during the year. With the agreement of the Police and Crime Commissioner this was merged with the local Police and Crime Plan to create a single strategic document, the Safer and Stronger South Gloucestershire Plan. This novel development is intended to deliver greater clarity for partners, and to improve the co-ordination of work to address crime and disorder. The new Plan was formally adopted in March 2017.

A theme of the Safer and Stronger South Gloucestershire Plan, which also became evident in many of the topics considered by the Strategic Partnership was the need to improve shared knowledge of, and links with, other strategic bodies dealing with aspects of crime and safety. These include, but are not limited to, the two Safeguarding Boards (Adults and Children) and the Health and Wellbeing Board.

Work to achieve this started during the year, and will be progressed in 2017/18. Initial steps taken included a development session with the Health and Wellbeing Board, and South Gloucestershire Council's Strategic Safeguarding Service Manager joining the Strategic Partnership's Senior Officer Group.

During the year the Police and Crime Commissioner consulted on changes to the Community Safety Grant as this changed to become the new Police and Crime Grant. In its response to the consultation the Strategic Partnership welcomed the longer-term certainty of funding as part of this change. The Police and Crime Grant allocation for 2017/18 was on the basis of a single year only, and it was agreed to award funding on a longer-term basis for future years.

All groups funded through the Community Safety Grant were again required to present their performance and results. These presentations gave the Strategic Partnership the opportunity to explore the impact of the services in a very different way to that provided through performance indicator results. This continues to be a valuable exercise, and one the Strategic Partnership is keen to continue in 2017/18.

No Domestic Homicide Reviews (DHRs) were required to be carried out on behalf of the Strategic Partnership during the year. In July 2016 the Strategic Partnership considered lessons from a review of DHRs commissioned by the Police and Crime Commissioner, and noted plans to improve local service delivery in response to these.

During the year the Strategic Partnership participated in the development of the Avon and Somerset Police and Crime Plan by considering, and making comments in response to, consultation on this Plan.

The Strategic Partnership was regularly kept abreast of the progress of work by South Gloucestershire Council to commission services for victims of Domestic Violence and Abuse. It responded positively to the council's decision to maintain the level of funding it provided for these valuable services, and noted that following the procurement exercise new services would be provided in 2017/18, including refuge provision for male and LGBT+ victims

Both the Police and the Police and Crime Commissioner updated the Strategic Partnership on several occasions of changes in their work and operation.

## **PERFORMANCE RESULTS 2016/2017**

Targets for key strategic indicators were set by the Partnership at the beginning of the financial year. Full results for achievement of these targets are shown in Appendix 3, but key outcomes are outlined below.

### ***Be Safe***

The Strategic Partnership has previously determined that given the continuing national annual changes in crime recording methodology, rather than setting numerical targets for crime types it will compare results to those elsewhere.

Nonetheless the Strategic Partnership believes because the increase has been so pronounced, and has been consistent for a number of years, that these figures demonstrate a genuine increase in the amount of crime taking place in South Gloucestershire. The Strategic Partnership is concerned that continuing reductions in funding for public sector partners, including that for the Police, will lead to further increases in future years.

During 2016/17 overall crime levels, and those for the majority of crime types on which the Strategic Partnership concentrates, were below the levels across Avon & Somerset; the South-West region; and England and Wales.

The exceptions to this trend were Dwelling Burglaries and Serious Acquisitive crime. For both these crime types the South-West regional average was lower than the level in South Gloucestershire.

Endeavours to increase the reporting of domestic and serious sexual violence also provided successful, with a 6.3% increase on the previous year. However, the 242 extra cases recorded comprise 11% of the increase in total crime.

The previous year's reduction in the level of repeat victimisation of high risk victims of domestic violence supported through the Multi-Agency Risk Assessment Conference was repeated, and for the second year in a row this figure falls outside the target band. Work is underway across Avon & Somerset to improve MARAC process and outcomes, and the Strategic Partnership is keen to see this succeed.

Levels of personal priority crime are unfortunately at a high in Kingwood, with a total of 1,378 offences in 2016/17 compared to 1,291 the previous year. This increase of 6.7% over a year is better than the average recorded crime rate increase across South Gloucestershire of 15.3%. Actions that have helped damp down the increase include Operation Dharma which achieved good results in the peak times associated with the night-time economy.

The proportion of residents believing Anti-Social Behaviour is a problem in their local area increased from 6% to 7%. However, this result has been 6% or 7% every year since it was first measured using the current methodology in 2012/13. Although this figure rose the increase is within the margin of error, and this is not believed to be a cause for concern.

### ***Feel Safe***

The proportion of residents feeling safe outside in their local area reduced slightly from 80% in 2015/16 to 78% in 2016/17. However, this difference is within the margin of error for this methodology.

Despite this reduction the proportion of people thinking the police and other public services are successfully dealing with ASB and crime increased from 28.9% in the previous year to 32.9% - although positive this change lies on the boundary of the margin of error for this methodology.

### ***Promoting equality and improving cohesion***

The two indicators used to assess equality and cohesion showed contrasting results. The percentage of residents who feel people from different backgrounds get on well together in their local area has continued to improve year on year and rose to 65.2%. However, the proportion of residents who think there is a problem with people not treating each other with respect and consideration increased from 8.5% to 10.1%. The survey was carried out in January and February, and in considering them the Strategic Partnership wondered whether results may have been affected by publicity over Donald Trump's initial impact and actions as president of the USA.

## ***Priority Neighbourhoods***

The key measures of success for the Priority Neighbourhoods programme are the Indices of Multiple Deprivation which are next due to be published in 2019.

An indicator of community resilience has been included within the new Safer and Stronger South Gloucestershire Plan, and will enable more frequent assessment in the future.

## ***Engaging Communities in Decision Making***

The slight improvement last year in the proportion of residents who believe they can influence decisions in their locality was not maintained and the result in 2016/17 dropped again from 22.4% to 18.9%. The Strategic Partnership removed this indicator from the new Safer and Stronger South Gloucestershire Plan having agreed that work to change the results lay outside its powers.

## ***Voluntary Organisations, Community Groups and Social Enterprises***

The amount invested in the VCSE sector by statutory organisations increased by 211% compared to the figure reported for the previous year. It has been difficult to obtain meaningful results for these indicators for a number of years, and they have been removed from the new Safer and Stronger South Gloucestershire Plan.

## ***Community Trigger***

During 2016/17 no Community Trigger applications were received.

## ***Community Safety Grant***

Results from the work funded through the Community Safety Grant is included in Appendix 3. In interpreting this data the following information may prove helpful:

### ***ASB Support Service***

The outcomes reported by victims supported through this service remained very positive, though these results are based on exit surveys completed by 40 victims rather than the 60 targeted. This positive response was also evident in the descriptions provided by victims to the council's ASB team.

### ***Towards Freedom Programme***

As previously agreed with the Strategic Partnership the results presented are those for the programme run in the priority areas of Patchway, Kingswood and Yate, although the last of these is not funded by the Strategic Partnership as alternative funding was obtained.

The number of attendees significantly exceeds the number of formal referrals made into the scheme, reflecting a high number of victims not coming through Lighthouse or the Police, but who are responding to information about the course itself.

Since the change in monitoring previously agreed by the Strategic Partnership the number of attendees completing the form has now significantly exceeded the target, reversing the previous trend.

### *Complex Needs IDVA*

Results achieved by the Complex Needs IDVA show that the Strategic Partnership's target both for the number of cases dealt with, and the positive outcomes sought, were achieved. In addition, a set of 4 case studies (1 per quarter) have been provided and these are also included in Appendix 3.

### *Kinergy*

The results received continued to show good Value For Money and excellent outcomes from their work with victims of rape and serious sexual assault.

## **LOOKING FORWARD TO 2017/18**

The Strategic Partnership is extremely concerned about the impact of continuing reductions in funding for public sector partners, including that for the Police. This reduction in resources will inevitably reduce the ability to prevent or respond to crime, and will lead to further increases in crime.

The new Safer and Stronger South Gloucestershire Plan adopted for 2017/18 onwards incorporates the Local Policing Plan. It thus provides greater alignment between the work of the Police and of the Strategic Partnership, and it is anticipated this will help the Partnership improve the results of its work.

The Safer and Stronger South Gloucestershire Plan highlights the need to better link with other strategic bodies - the Health & Wellbeing Board; and the (children and adults) Safeguarding Boards. During 2017/18 the Strategic Partnership will look to work closely with these Boards in order to improve the effectiveness and efficiency of work to address topics of mutual interest.

The same approach has been used in carrying out the strategic assessment for the last 8 years. That approach has served the Strategic Partnership well. There are a number of changes in the environment however which mean it is necessary to amend the methodology for the Strategic Assessment. These include:

- Reduced resources and capacity available to the Community Safety Partnership, and to member organisations.
- The need to make prioritisation more objective and transparent
- The adoption of a new Safer and Stronger South Gloucestershire Plan prioritising the impact of crimes on victims as part of the prioritisation of decision-making.

The Strategic Partnership therefore decided to use MoRILE (Management of Risk in Law Enforcement) as the basis for the 2017 strategic assessment. This is a risk-assessment methodology that will provide greater rigour and objectivity in the identification of priorities.

2017/18 is the first time this methodology is to be used for the Strategic Assessment, and considerable effort will need to be devoted to ensuring it is properly implemented, and that it provides the benefits intended.

## RISK REGISTER

The Risk register for the Strategic Partnership is attached as Appendix 4.

The most significant risks remain those the Strategic Partnership has no control over, including the impact of budget reductions on key front-line service delivery. The increased statutory obligations being placed on Community Safety Partnerships, following withdrawal of ALL funding for them also remains a significant concern.

Strategic Planning Risk 1 concerns the failure of statutory partners to adequately engage with the partnership and its work. Analysis of attendance at Strategic Partnership meetings in 2016/17 shows the following attendance from Responsible Authorities:

<b>Responsible Authority</b>	<b>Number meetings attended</b>	<b>% meetings attended</b>
Clinical Commissioning Group	3	100%
Fire and Rescue	2	66%
Police	2	66%
Police and Crime Commissioner	3	100%
Probation – National Probation Service	0	0%
Probation – Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company	1	33%
South Gloucestershire Council	3	100%

The rating for Strategic Planning Risk 3 (the Mishandling and/or mismanagement of information) has been increased in recognition of the potential impact of the new General Data Protection Regulations. Current arrangements will be reviewed during 2017/18 to help reduce this risk.

A new Strategic Risk 4 has been added, the Ineffective setting of priorities and resource allocation. The Strategic Partnership's decision to use a formal Risk Management approach to prioritisation as part of the Strategic Assessment process in 2017 mitigates this risk and significantly reduces the risk rating.

The need for greater clarity and review of responsibilities for dealing with community safety issues at Board / Strategic Partnership level leads to the introduction of a new Performance and Delivery Risk 6.

## **SOUTH GLOUCESTERSHIRE SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP**

### **PARTNERSHIP FRAMEWORK 2016/17**

#### **1 Purpose and Aims of the Partnership**

- 1.1 As its primary purpose, to establish a strategic direction; co-ordinate and help deliver actions that support the development of safer and stronger communities within South Gloucestershire.
- 1.2 To exercise the functions of the statutory Community Safety Partnership for South Gloucestershire.
- 1.3 In particular, to encourage, support and propose actions that will help achieve the agreed aims set out in the South Gloucestershire Community Strategy, namely: -
  - (i) To reduce crime, the harm caused by illegal drugs and alcohol and to reassure the public, reducing the fear of crime and anti-social behaviour and improve safety in homes and public spaces.
  - (ii) To empower local people to have a greater voice and influence over local decision-making and the delivery of services by increasing the strength, capacity and engagement of local communities to create local solutions.
  - (iii) To improve the quality of life for people in existing and new communities in greatest need through targeted service delivery.

#### **2 Terms of Reference**

- 2.1 To promote and guide work that supports the development of sustainable safer and stronger communities.
- 2.2 To oversee, co-ordinate, inform and influence the development of policies, strategies and action plans relating to all of the work of the Partnership.
- 2.3 To secure, on behalf of the Local Strategic Partnership, the implementation of those aspects of the Sustainable Community Strategy that relate to 'Our Communities'.
- 2.4 To monitor progress of the Partnership and its strategies and action plans and ensure equality of opportunity has been addressed on a 6-monthly basis.
- 2.5 To ensure effective liaison and working with other strategic partnerships to achieve shared or related objectives, including making links with sub-regional partnerships.
- 2.6 To be responsible for securing co-ordination between partner agencies and resolution of potential disputes regarding the various strategies, funding and service delivery issues, to enable objectives to be secured.
- 2.7 To promote an understanding of the contribution and responsibilities of individual organisations, based on the shared commitments and aims of the Partnership.
- 2.8 To make recommendations to the Local Strategic Partnership, the Council and other partner organisations on matters relating to the achievement of Community Strategy objectives.

- 2.9 To deliver statutory obligations by forging a constructive partnership which assists in tackling the complex issues associated with crime, disorder, drug and alcohol misuse and influencing change.
- 2.10 To consider the outcome of significant inspections and reviews and advise on necessary changes to policy, strategy and action plans.
- 2.11 To develop and maintain links with community groups and to value the views expressed by voluntary, community and business interests.
- 2.12 To receive; comment upon; and recommend key strategies and policies.

### **3 Legal Status and Decision-Making**

- 3.1 When acting in its Community Safety Partnership capacity, the Partnership is exercising its statutory functions under the Crime and Disorder Act 1998 and the Police Reform Act 2002. The Partnership may make formal decisions to discharge its statutory Community Safety Partnership functions.
- 3.2 The Partnership shall not make executive decisions or exercise executive authority over constituent partner organisations. Neither may the Partnership or any Partnership Sub -Group have the power to make decisions that bind member organisations.
- 3.3 Proposals for the allocation of external funds held in the role of CSP will be made by the Senior Officer Group, for approval by the Strategic Partnership on at least an annual basis.
- 3.4 The Partnership may make recommendations to the South Gloucestershire Local Strategic Partnership, or where executive decisions are needed, to the Council or partner organisation that has responsibility for the function or activity concerned.

### **4. Membership of the Partnership**

- 4.1 The following organisations have formal spaces on the Strategic Partnership.

Avon and Somerset Police	• 1 member
Avon Fire and Rescue Service	• 1 member
BGSW Community Rehabilitation Company	• 1 member
Clinical Commissioning Group.	• 1 member
Community Engagement Forums	• 2 members (one from unparished area)
CVS South Gloucestershire	• 1 Member
National Probation service	• 1 member
Over 50s Forum	• 1 member
Police and Crime Commissioner	• 1 member
Southern Brooks Community Partnerships	• 1 member
Public Health	• 1 member
Registered Social Landlords	• 1 member
South Gloucestershire Council	• 1 elected Member and 2 observers
South Gloucestershire Equalities Forum	• 1 member
Town and Parish Council Forum	• 1 member

- 4.2 The Partnership shall have the power to co-opt other members as appropriate, e.g. to represent young people or older people's organisations.
- 4.3 Each member of the Partnership shall nominate a Deputy who will attend in their absence.
- 4.4 Officers from organisations represented on the Partnership will be available to offer support and give guidance and advice as required.

## **5 Life of the Partnership**

- 5.1 The partnership shall be subject to review if there is no longer a legal requirement to have a Community Safety Partnership.

## **6 Convening and Conducting Meetings**

- 6.1 The Partnership shall meet at least 3 times a year with additional meetings to be arranged as agreed by Members.
- 6.2 The Chair and Vice Chair will be elected by the Partnership and serve for one year. For electing a chair and vice-chair, each partner representative has a vote, the outcome being achieved by simple majority of those present at the meeting.
- 6.3 Partnership meetings shall have a quorum of a minimum of a third of partner organisations being represented.
- 6.4 The Partnership should aim to reach its conclusions by consensus. Conclusions reached are not binding on partner organisations in respect of their own executive functions and responsibilities. Conclusions will be referred to the relevant partner organisations for consideration and decision. Outcomes will be reported back to the Partnership.
- 6.5 Secretariat and legal support will be provided by South Gloucestershire Council Legal and Democratic Services, to include: -
- Co-ordination of agenda preparation
  - Convening of meetings
  - Publication and circulation of agendas and supporting papers at least five clear (working) days prior to a meeting
  - Taking of minutes
  - Procedural and legal advice
  - Monitoring and progressing actions agreed by the Partnership.
- 6.6 Partners shall have the right to submit agenda items if they are received at least seven working days prior to the despatch of the agenda.
- 6.7 Meetings will be open to the public and the agenda and minutes of meetings will be published.

## **7 Partnership Relationships and Linkages**

- 7.1 The South Gloucestershire Safer and Stronger Communities Partnership is responsible to the South Gloucestershire Local Strategic Partnership. Subject to the Local Strategic Partnership's agreement, the Safer and Stronger Communities Partnership will have primary responsibility for representing the views of the LSP on issues within the Safer and Stronger Communities Partnership's terms of reference.
- 7.2 The Partnership will ensure that it supports work towards the related outcomes of any themes in the Sustainable Communities Strategy.

## **8 Probity and Accountability**

- 8.1 The Partnership will meet in public, with the same opportunities for public participation as apply to Council meetings generally. Meeting arrangements and agendas will be published so that the public may be aware of the Partnership's activities and the opportunities to engage with them.
- 8.2 In the interests of transparency and to ensure probity and public confidence in partnership working, all partner representatives at partnership meetings are expected to commit to the seven principles of public life set out in the first report of the Committee on Standards in Public Life as required by the Localism Act 2011 as follows:
- Selflessness
  - Honesty
  - Integrity
  - Accountability
  - Openness
  - Leadership
  - Objectivity
- and to abide by the Members' Code of Conduct of South Gloucestershire Council as amended from time to time
- 8.3 Partners who consider that they have an interest to declare are asked to: a) State the item number in which they have an interest, b) The nature of the interest, c) Whether the interest is a disclosable pecuniary interest, non-disclosable pecuniary interest or non-pecuniary interest. Any partner who is unsure about the above should seek advice from South Gloucestershire Council's Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself.

## **9 Scrutiny of Partnership**

- 9.1 The activities of the Partnership will be subject to scrutiny by the relevant committee of South Gloucestershire Council. This is currently the council's Environment and Community Services Committee. Scrutiny will be conducted in accord with the Protocol jointly agreed between the Strategic Partnership and South Gloucestershire Council.
- 9.2 As a minimum, an annual report of the Partnership will provide a basic opportunity for the scrutiny of partnership work to take place. However, individual overview and scrutiny committees may wish to pursue additional and specific areas of scrutiny as they consider appropriate.

## **10 Risk Management**

- 10.1 Good risk management is integral to the delivery of successful partnership working. The Partnership will be guided by and take account of the document "Guidance for Managing Risk and Opportunities in Partnership" in developing aims and objectives and in all its activities.

## Safer & Stronger Communities Partnership Partnership Meetings 2016/17

Date of the Partnership Meeting	Links to Agenda Papers
1 June 2016	<a href="https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7788&amp;Ver=4">https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7788&amp;Ver=4</a>
14 October 2016	<a href="https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7789&amp;Ver=4">https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7789&amp;Ver=4</a>
31 March 2017	<a href="https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7790&amp;Ver=4">https://council.southglos.gov.uk/ieListDocuments.aspx?CId=185&amp;MId=7790&amp;Ver=4</a>

**PERFORMANCE RESULTS 2016/17**

The results below cover performance against target in 2016/17 for all strategic measures set by the Safer & Stronger Communities Strategic Partnership.

**Legend**

- ✓ = Target achieved (For crime figures this equates to bettering the figures for Avon and Somerset; the South-West; and England & Wales)
- ✘ = Target not achieved
- ? = Results not yet available

Indicator	2015/16 Result	2016/17 Target	2016/17 Actual	Whether target achieved	Comments
<b>BE SAFE</b>					
<i><b>Aim:</b></i> Our aim is quite simply put – To reduce the level of crime, particularly those crimes that have the most impact on communities and victims, whilst keeping the victim at the heart of the justice system by listening and responding to their needs.					
<b>Overall Crime</b>					
Total crimes per 1,000 population	50.8	Comparison of final result to those elsewhere	58.0	✓	The number of crimes in South Glos for 2016/17 was 15,921, which is an increase of 2,112 offences or 15.3% compared to the end of year figure for 2015/16 (13,809). The rate of offending is 57.96 per 1000.  The rate of 58.0 crimes per 1,000 population betters the comparable figures for Avon & Somerset as a whole (80.1); the South West region (61.4); and England & Wales (74.6).

Indicator	2015/16 Result	2016/17 Target	2016/17 Result	Whether target achieved	Comments
<b>Anti-Social Behaviour</b>					
% residents who think anti-social behaviour is a problem in their local area	6%	6%	7%	<b>x</b>	Although the target is to maintain or improve on the previous year's performance was not achieved, the variation is well within the margin of error. Apart from 2015/16 the result has been 7% for 3 of the last 4 years. The increase of 1 percentage point is not considered to be of concern.
Number of criminal damage offences per 1,000 population	7.4	Comparison of final result to those elsewhere	7.3	<b>✓</b>	The number of criminal damage offences in 2016/17 was 2,003, which is 12 fewer offences than were recorded during 2015/16 (2,015) and represents a rate of 7.3 offences per 1000. The rate of 7.3 crimes per 1,000 population better the comparable figures for Avon & Somerset as a whole (9.0); the South West region (8.3); and England & Wales (9.7).
Number of deliberate secondary fires	182	310	132	<b>✓</b>	We have had a very low number of deliberate fires in the year 2016/17, with 132 being recorded compared to a target of 310. Work is ongoing to continue this good performance.
Victim satisfaction with handling of ASB cases by the Police	75%	86.0%	80.5%	<b>x</b>	At 80.5%, the victim satisfaction rate has increased slightly and is now the same as the 2014/15 baseline. However, we are currently off target for this indicator.

Indicator	2015/16 Result	2016/17 Target	2016/17 Result	Whether target achieved	Comments
Victim satisfaction with handling of ASB cases by South Gloucestershire Council ASB Team	91%	84%	50%	<b>x</b>	<p>Whilst extremely disappointing there are several factors, which may have influenced this reduction. These include an extremely poor response rate (and respondents tend to be those with more extreme views, which has an impact on overall results); and a reduction in staffing levels to 1 Officer from June 2016 to February 2017.</p> <p>Work will be undertaken to review the satisfaction survey in an attempt to increase responses; and the ASB Team will be operating at full capacity as of April 2017.</p>
% ASB cases fully resolved	52.5%	≥52.5%	50.8%	<b>x</b>	At 50.8% the percentage of ASB cases fully resolved is slightly lower than it was at the end of 2015/16, and we are slightly off target.
<b><i>Domestic and Sexual Violence</i></b>					
Reported cases of domestic and serious sexual violence	3,869	≥3,869	4,111	<b>✓</b>	The Strategic Partnership set an ambition of achieving an increase in reporting to for this indicator, in support of the PCCs priority. In 2016/17 there were 4,111 reports of domestic violence and serious sexual offences in South Glos, an increase of 6.3%.

Indicator	2015/16 Result	2016/17 Target	2016/17 Result	Whether target achieved	Comments
Repeat incidents of domestic violence following a Multi-Agency Risk Assessment Conference	25%	28%-40%	20.2%	<b>X</b>	<p>There has been a recent drop in the repeat victimisation rate. This could be for several reasons:</p> <ul style="list-style-type: none"> <li>• Robust Checking and testing at point of referral</li> <li>• Ongoing MARAC review, the need for the process to be reinvigorated</li> </ul> <p>SafeLives recommend that our repeat victimisation rate should sit somewhere between 28% and 42%. It's worth noting that DVA cases have increased locally and the number of high risk victims identified by the police has increased, yet referrals and repeat victims are dropping.</p>
<b>Burglaries</b>					
Number of dwelling burglaries per 1,000 population	2.5	≤2.5	3.2	<b>-</b>	<p>There were 888 domestic burglary offences in the 12 months to September 2016. This is 221 more offences than were seen in 2015/16 (667 offences) and represents a 33% increase in offending.</p> <p>The rate of 7.3 crimes per 1,000 population better the comparable figures for Avon &amp; Somerset as a whole (7.5); and that for England &amp; Wales (8.5) but is above the South West region average (5.5);</p>

Indicator	2015/16 Result	2016/17 Target	2016/17 Actual	Whether target achieved	Comments
<b>Targeting offenders</b>					
Serious acquisitive crime per 1,000 population	7.1	Comparison of final result to those elsewhere	8.1	-	<p>There were 2,057 serious acquisitive crime offences in the 12 months to March 2017. This is 128 more offences than were seen in 2015/16 (1,929 offences) and represents an 6.6% increase in offending.</p> <p>The rate of 8.1 crimes per 1,000 population betters the comparable figures for Avon &amp; Somerset as a whole 11.0); and England &amp; Wales (11.6) but is above the South West region average (7.7);</p>
<b>Reducing Violent Crime</b>					
Violence with injury per 1,000 population	3.9	Comparison of final result to those elsewhere	4.3	✓	<p>There were 1,169 violence with injury offences in the 12 months to March 2017. This is 99 more offences than were seen in 2015/16 (1,070 offences) and represents a 9.3% increase in offending.</p> <p>The rate of 4.3 crimes per 1,000 population betters the comparable figures for Avon &amp; Somerset as a whole (6.6); the South West region (6.8); and England &amp; Wales (8.1).</p>
<b>Reducing Drug or Alcohol Dependency</b>					
Number of drug users recorded in effective treatment	922	708	?	?	Results are reported annually, and cannot be calculated until 6 months after the end of the period, in line with the national definition of the effectiveness of treatment.

Indicator	2015/16 Result	2016/17 Target	2016/17 Actual	Whether target achieved	Comments
People successfully exiting treatment for alcohol misuse	49.0%	49.0%	?	?	Results are reported annually, and cannot be calculated until 6 months after the end of the period, in line with the national definition of the effectiveness of treatment.
Young people in a structured treatment programme for drug problems	78	No target set: needs-led indicator	75	N/A	The Young People's Drug & Alcohol Service continue to treat young people as and when appropriate. There is no target for this indicator as it is needs-led not target-led.
Alcohol-related hospital admissions	1,992	>1,992	2,142	✘	Because of the time delay involved in this data becoming available, this indicator is reported a year in arrears and this data relates to the year 2015/16. Performance has got worse compared to the previous year when the rate of admissions was 1992.15
<b>Hot Spots</b>					
Level of priority crime in Kingswood.	1,291 offences	1,290 offences	1,378	✘	This indicator measures the forms of crime that have most impact on the individual, such as robbery and violent offences. These have been consistently reduced over the past few years. However the 1,378 offences in 2016/17 represents an increase in the 1,291 the previous year. This increase of 6.7% over a year is better than the average recorded crime rate increase across South Gloucestershire of 15.3%. Actions that have helped damp down the increase include Operation Dharma which achieved good results in the peak times associated with the night-time economy.

Indicator	2015/16 Result	2016/17 Target	2016/17 Actual	Whether target achieved	Comments
<b>Young People and Crime</b>					
Number of first time entrants to the youth offending system. Per 100,000 young people	349	537	271	✓	66 young people were first-time entrants into the YJS in 2016/17. This is less than the previous year (85 young people) and equates to 271 per 100,000 10-17 year olds (better than the target of 537 per 100,000). Quarterly figures are: Q1 - 21 YPs (86 per 100,000), Q2 - 16 YPs (66 per 100,000), Q3 - 16 YPs (66 per 100,000), Q4 - 13 YPs (53 per 100,000)
Levels of reoffending of those in the youth offending system	33%	34%	23%	✓	The level of reoffending for 2016/17 was 23% compared to a target of 34%. This puts us significantly better than target and is a marked improvement on the 2015/16 result of 33%.
% 10-17 year olds who have not had any contact with the criminal justice system	98%	98.4%	99%	✓	The proportion of 10-17 year olds with no contact with the Youth Justice System in 2016/17 was 99%, which is 0.6% better than 2015/16 and is better than the target of 98%.
<b>FEEL SAFE</b>					
<b>Aim:</b> To improve public confidence and reduce the fear of crime					
% residents who agree police and other public services are successfully dealing with ASB and crime	28.9%	28.9%	32.9%	✓	Target is to maintain or improve on last year's performance.
% residents feeling safe outside in their local area	80%	80%	78%	✗	Although target was missed, the difference is within the margin of error for this methodology.

Indicator	2015/16 Result	2016/17 Target	2016/17 Actual	Whether target achieved	Comments
<b>PROMOTING EQUALITY AND IMPROVING COHESION</b>					
<i><b>Aim:</b></i> To improve cohesion in our local communities by helping vulnerable people through financial advice and support; tackling inequality based on race, religion, age, gender, sex or sexuality; and by bringing people and communities together					
% residents who think there is a problem with people not treating each other with respect and consideration	8.5%	8.5%	10.1%	✘	Target is to maintain or improve on last year's performance. Reported annually.
% residents believing people from different backgrounds get on well together	64.6%	64.6%	65.2%	✔	Target is to maintain or improve on last year's performance. Reported annually.
<b>PRIORITY NEIGHBOURHOODS</b>					
<i><b>Aim:</b></i> To reduce the number of criteria in which priority neighbourhoods are listed amongst the 20% most deprived neighbourhoods in England as measured by criteria within the national Indices of Multiple Deprivation.					
Number of Neighbourhoods in the worst 20% nationally as measured through the IMD	5	<5	Bi-annual indicator		Result will be available when the next Indices of Deprivation are released
Number of single criteria in which PN LSOAs are in the worst 20% nationally	16	<16	Bi-annual indicator		Result will be available when the next Indices of Deprivation are released

Indicator	2015/16 Result	2016/17 Target	2016/17 Actual	Whether target achieved	Comments
<b>ENGAGING COMMUNITIES IN DECISION MAKING</b>					
<i>Aim:</i> To increase the extent to which local people understand and influence decisions in their locality.					
% of people who feel they can influence decisions in their locality	22.4%	22.4%	18.9%	<b>x</b>	Although the result was below that recorded in 2015/16 it remains above the nadir of 17% in 2014/15. The Strategic Partnership debated this indicator in detail during 2016/17 and has removed it from the set of indicators measured, as it is beyond the Strategic Partnership's powers to affect the result.
<b>VOLUNTARY ORGANISATIONS, COMMUNITY GROUPS AND SOCIAL ENTERPRISES</b>					
<i>Aim:</i> To build strong voluntary organisations, community groups and social enterprises by stimulating the sector and strengthening resilience and robustness.					
Investment made by the public sector in grants and contracts with voluntary organisations, community groups and social enterprises	£9,297,900	≥£9,297,900	£28,907,900	<b>✓</b>	It has been problematic to obtain a meaningful result for this indicator for a number of years, and the indicator has been removed from the new Safer and Stronger South Gloucestershire Plan.
An increased awareness of the COMPACT is reported by VCSE groups	54%	≥54%	75%	<b>✓</b>	75% of respondents felt 'Well Informed' or 'Fairly Well Informed.' This indicator has been removed from the new Safer and Stronger South Gloucestershire Plan.
An increased awareness of the COMPACT is reported by public sector signatories to the COMPACT	28%	≥85%	92%	<b>✓</b>	92% of respondents were aware of the COMPACT agreement. The sample size was small but this is an encouraging result.

ASB Support Service

South Gloucestershire Community Safety Grant 2016/17

Victim Support £25,000

**Description:** Dedicated caseworker and volunteers assessing and supporting the needs of high risk victims of ASB

Summary	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
% of High Risk victims at reduced risk	100%	100%	100%	100%	85.0%	100%	
% feeling their needs have been met	100%	100%	100%	100%	85.0%	100%	
% reporting improved health and wellbeing	100%	100%	100%	100%	85.0%	100%	
% feeling satisfied with the service they received	100%	100%	100%	100%	85.0%	100%	

  

Activity	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
New referrals	7	17	10	8	N/A	42	N/A
- Self-referrals	0	0	0	2	N/A	2	N/A
- Referrals from partners	7	17	10	6	N/A	40	N/A
Number needs assessments completed	6	16	10	8	60	40	
Number needs identified	6	16	10	8	60	40	
Referrals assessed as high risk	6	16	10	8	N/A	40	N/A

  

Outcomes	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
Vicims supported	7	16	10	8	60	41	
Cases closed / Exit surveys completed	3	1	5	2	40	11	
- Number feeling their needs have been met	3	1	5	2	34	11	
- Number reporting improved health and wellbeing	3	1	5	2	34	11	
- Number feeling satisfied with the service they received	3	1	5	2	34	11	
- Number feeling satisfied with Police / Local Authority	3	1	5	2	34	11	
- Number at reduced risk	3	1	5	2	30	11	

Other Key Deliverables	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
Talks to hard-to-reach groups	0	2	0	0	8	2	
Number of people from hard-to-reach groups aware of how to access service through engagement activities	0	50	0	0	80	50	
Drop-in sessions meeting on a (rotating) weekly basis	0	0	0	0	4	0	
Number of volunteers recruited	0	0	0	0	10	0	

**Quarter 1 Commentary**

237 phone calls made, 142 where contact achieved. 6 home visits. 1 community visit. 1 outreach appointment. 3 multi agency meetings. We have sought to investigate the reduction in referrals and this would appear to reflect the reduced referral rate received by the South Glos ASB team. Current caseload 35.

**Quarter 2 Commentary**

160 support calls successfully made. 3 community visits. 7 home visits. 3 joint visits, x2 with SGC, x1 with merlin HA. 3 referrals made, x2 to SARI, x1 to the Care Forum. 2 x community events (hard to reach groups). 2 x presentations of service to partner agencies, x1 to Lighthouse x1 to merlin HA. Current caseload 38. Quote from closed case that completed SUS - "Professional, empathetic, sympathetic, as well as friendly and practical when it came to advice and suggestions"

**Quarter 3 Commentary**

157 support calls made (contact achieved). 11 home visits, 1 joint home visit with South Glos Council's ASB officer, 2 community visits to clients made. 1 multi agency case conference attended. Quote from one of the completed exit surveys (SUS) - "I think that it was a big help with what I was going through at the time. Jasmine was really reassuring and ever so helpful and a really nice person. It is nice to have the outside person you can talk to."

**Quarter 4 Commentary**

230 call attempts. 145 calls where contact was achieved and support given. 7 x home visits, 1 of which was a joint visit with housing officer (Bromford). Report provided for case conference as on annual leave so couldn't attend. 1 x referral made to the Handy Van service at SGC; quote from this client ..."This has been going on for years and throughout this whole time you have been the most helpful and consistent. You said you would do something and you did it. You have been more helpful than any other agency. We have had so many empty promises, I have been so surprised and pleased that you have been able to help as much as you have, thank you so much"... Current case load 36.

Towards Freedom

South Gloucestershire Community Safety Grant 2016/17

Survive £20,705

**Description:** Group work to support women who have experienced or are experiencing domestic abuse

Summary	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
% Referrals engaging	147%	145%	253%	604%	50%	253%	
% Successful completions	14%	38%	93%	91%	75%	91%	
% reporting positive outcomes *	500%	288%	93%	95%	90%	109%	
% reporting improved health and wellbeing	14%	38%	93%	95%	75%	91%	
% reporting improved feelings of safety	14%	38%	93%	95%	75%	91%	
% reporting increased self-confidence	14%	38%	93%	95%	75%	91%	
% rebuilding networks of support	14%	38%	93%	95%	75%	91%	
% experiencing repeat victimisation	0	0	0	0	N/A		N/A

  

Activity	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
New referrals	49	38	28	26	200	153	
Vicims supported / engaging	72	55	163	157	100	387	
Number group meetings held	22	14	20	26	30	75	

  

Outcomes	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
Unsuccessful completions / unplanned exits	6	5	9	8	N/A	27	N/A
Successful completions / Exit surveys completed	1	3	127	138	50	269	
- Number reporting positive outcomes *	35	23	127	138	40	323	
- Number reporting improved health and wellbeing	1	3	127	138	40	269	
- Number reporting improved feelings of safety	1	3	127	138	40	269	
- Number reporting increased self-confidence	1	3	127	138	40	269	
- Number rebuilding networks of support	1	3	127	138	25	269	
Clients reporting repeat victimisation	0	0	0	0	-	0	N/A

\* Data on positive outcomes is now recorded at end of every meeting, not just at completion of programme - hence disparity in numbers reported

#### Quarter 1 and 2 Commentary

Unsuccessful completions/unplanned exits are counted where the person did not return to group within 6 weeks and had not completed all the sessions.

Data on positive outcomes is now recorded at end of every meeting, not just at completion of programme - hence disparity in numbers reported

There are few exit records available re the specific questions about health and wellbeing, feelings of safety, self-confidence, networks and repeat victimisation as many users are still attending and if they leave before 12 sessions they do not complete the exit form. Session feedback forms are handed out each time and all users report positive outcomes on these forms, written feedback was as follows:

Very relaxing and friendly

I could relate to today's session more than any other

Thank you

Thank you :-)

Brilliant

All useful and interesting

Thank you

Very thought provoking

This session really helped me think about entrenched beliefs

My first session back after completing 12 weeks already. I really feel these courses/groups ought to continue as they are so useful for us women to talk about our experiences and share info.

Really good session. Very beneficial

It's really opening my eyes to what's been happening

Thank you!

Really good to know warning signs

Very helpful

Very useful

Thank you!

Thank you so much :-)

Very helpful - thank you

very good

Very helpful as normal. Could relate well to this session.

Yes was very useful

Yes it was useful

Very useful session

#### Quarter 3 Commentary

Unsuccessful completions/unplanned exits are counted where the person did not return to group within 6 weeks and had not completed all the sessions.

Data on positive outcomes is now recorded at end of every meeting, not just at completion of programme - hence disparity in numbers reported

There are few exit records available re the specific questions about health and wellbeing, feelings of safety, self-confidence, networks and repeat victimisation as many users are still attending and if they leave before 12 sessions they do not complete the exit form. Session feedback forms are handed out each time and all users report positive outcomes on these forms, written feedback from a total of 86 session feedback forms was as below. All session feedback ratings were positive – the following is where written comments are made:

VERY helpful. PLEASE get sessions in schools teaching children how they should respect each other and treat each other

It was a really good session, I'm glad I came

:-)

Found the part where we all wrote a experience on a piece of paper and put it in a hat useful

Technology awareness and use in domestic violence/abuse

My first session. I would have liked more time for personal stories within the structure of the material

Technology awareness session needs to be added to course

Bring back the hat! [users wrote experiences on pices of paper anonymously and put in a hat to be read out and discussed]

I'm not the only one

:-)

getting better :-)

:-)

:-)

Very useful. Easy to open up.

Yes it was

I feel really supported by the group on being in control of my own actions

Thank you - My time with the group has been extremely helpful, supportive, encouraging, enlightening, informative and AMAZING! :-)

Very thought provoking - especially the acknowledgement that the abuser knows what he's doing. I've spent 25 years believing he's the 'victim', the object of a terrible childhood etc etc...

Was really good think we should write on cards again

Very useful, lots of interesting insights from facilitators and other participants. Thank you.

Very useful, confidence-inspiring, enabling

Useful to discuss in small group with others' experiences

Very useful - eye opening. First session so can comment more next week.

Once again very useful - info provided was excellent.

I was late but despite that there was lots of useful material I caught which was thought provoking and relevant to my situation.

Always useful to reinforce traits of bullying males - and increasing my confidence to deal with it

very useful session

So useful to validate experiences. Many thanks

A live saver! Was feeling very confused and this one-and-a-half-hour session is the place to process my thoughts with the help and support and v, knowledgable trainers &

very kind, supportive fellow survivors.

V helpful as gave me many examples of why I do need to leave. Validates what I'm doing and gives me strength and motivation.

Very useful. Again, loads of really useful material of relevance. Really empowering.

As ever I'm identifying more behaviours which are abusive

I found it very useful - being able to voice some of the things I have been hiding has been amazing. I definitely need more work on myself. Thank you for today.

Many thanks, much appreciated

Continue to feel more confident about dealing with my emotionally abusive husband with every session. Thank you.

Thank you ladies. Today's session has helped loads.

So useful, thank you

Complex Needs IDVA

South Gloucestershire Community Safety Grant 2016/17

Survive £19,275

**Description:** Group work to support women who have experienced or are experiencing domestic abuse

Summary	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
Number of cases							
- Open cases	12	11	30	20	N/A	73	N/A
- Cases closed	10	10	14	11	20	45	
Number of clients with positive outcomes from the service.	10	10	12	10	15	42	

  

Activity	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
New referrals	12	11	20	20	N/A	63	N/A
Number of clients worked with during the quarter	18	16	30	26	20	90	
Number of open cases on last day of the quarter	10	11	6	13	N/A	40	N/A

  

Outcomes	Q1	Q2	Q3	Q4	Aim	2016/17 Result	
Successful completions / Exit surveys completed	10	10	12	10	20	42	
- Number clients reporting increased confidence in accessing the service	100%	100%	100%	100%	70%	100%	
- Number clients reporting increased personal and family safety	100%	100%	100%	100%	70%	100%	
- Number clients reporting positive outcomes from having accessed the service	100%	100%	100%	100%	70%	100%	

## Quarter 1 Commentary

## Quarter 2 Commentary

"Sarah has been amazing. She has helped with my housing and my ability to get over what happened, helping rebuild my confidence"

## Quarter 3 Commentary

Feedback - only 12 out of the 14 cases closed were able to complete exit forms.

" my self esteem feels like its coming back, thank you!"

" Anna listened when no one else would"

"I didnt understand what was happened, my IDVA explained what I didn't get in a way which helped me to get it (what was happening) with the police"

## Quarter 4 Commentary

"The fact that you have a designated person assigned to you/your case is extremely good so you don't have to continually explain the situation and also to have somebody at the end of the phone/email at all times is invaluable even if you just need to talk something through they are always there"

"Anna (Survive) is an amazing person and I couldn't have got through the last months without her support, advice and presence during my court appearances. The service Survive provide is brilliant and one that is so important and beneficial to Victims of Domestic Abuse"

"I cannot thank everyone enough for their kindness, support and help."

Support for Vulnerable Victims

South Gloucestershire Community Safety Grant 2016/17

Kinergy £9,890

**Description:** Counselling for men and women who have been sexually abused or raped

Summary	Aim
Number South Gloucestershire clients	20
Number South Gloucestershire clients completing end form	30
(1) % achieving all, most or some of their goals	70%
(2) % reporting improved health	70%
(3) % reporting improved social wellbeing	70%

2016/17 Result	
48	
14	
78%	
81%	
66%	

Outcomes	Aim
Number South Gloucestershire clients	30
Number South Gloucestershire clients completing end form	30
(1) % achieving all their goals	40%
(1) % achieving most of their goals	55%
(1) % achieving some of their goals	70%
(2) % reporting improvement in overall health	70%
(2) % reporting improvement in physical health	40%
(2) % reporting improvement in psychological health	40%
(3) % reporting improved social wellbeing	70%
(3) % reporting fewer days lost at school / work	20%
(3) % reporting they have gained / improved employment	20%
(3) % reporting improved relationships	70%

2016/17 Result	
48	
14	
78%	
38%	
35%	
81%	
25%	
66%	
66%	
18%	
22%	
67%	

**Commentary**

Each client being offered up to 48 sessions / one year worth of counselling, and also as offering group therapy. We have 25 counsellors and all work here voluntary with some experienced counsellors allocated paid work. In recent months there has been an increase of individuals seeking counselling, which is in direct reaction to more child abuse inquests and abuse stories been more spoken in society i.e newspapers, police reports, catholic church announcements, online articles, football etc. Clients speak about shame and how it disempowers them from ever speaking up and seeking support. I feel that the more society can acknowledge that sexual abuse/ rape / sexual violence is in our society, the more power it gives back to the individual to make that choice in seeking support.

## Safer & Stronger Communities Partnership Risk Register 2017/18

Low Risk	I	1 – 3	Impact * Likelihood = Risk score
Medium Risk	L	4 - 6	
High Risk	S	7 - 9	

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
			I	L	S				
<b>STRATEGIC PLANNING - Risks associated with the particular nature of the Partnership and Division</b>									
S1	<b>Inadequate engagement of statutory partners</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>Conflicting priorities</li> <li>Lack of resources</li> <li>National restructuring of statutory partners</li> </ul>	<ul style="list-style-type: none"> <li>Breach of the Crime &amp; Disorder Act 1998/ Police Reform Act 2004</li> <li>Inability to achieve priorities</li> <li>Non-compliance with National Standards</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Roles and responsibilities clearly defined in the Terms of Reference and Partnership Plan</li> <li>Review of operation of the Partnership carried out December 2015.</li> </ul>	<ul style="list-style-type: none"> <li>On-going monitoring of partner involvement.</li> </ul>	Chair of Strategic Partnership	Annual
	<b>Inadequate engagement of non-statutory partners</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>National priorities conflicting with local priorities</li> <li>Lack of implementation of Compact</li> </ul>	<ul style="list-style-type: none"> <li>Disengagement by VCSE sector</li> <li>Non compliance with National Standards</li> <li>Reduction in service provision</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Periodic review of Compact Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring voluntary and community sector are aware of pressures and timescales often imposed by external forces</li> <li>On-going monitoring of partner involvement.</li> </ul>	Chair of Strategic Partnership	Annual

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
			I	L	S				
S2	<p><b>Ineffective Partnership Function/Performance</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>• Lack of processes</li> <li>• Lack of skilled and knowledgeable staff</li> <li>• No review process</li> </ul>	<ul style="list-style-type: none"> <li>• Unskilled and incompetent members of the partnership</li> <li>• Lack of appropriate representation at senior level</li> <li>• Failure to foster respect and trust amongst partners</li> <li>• Ineffective decision making process</li> </ul>	2	1	2	<ul style="list-style-type: none"> <li>• Governance structure</li> <li>• Ability to identify and review performance.</li> <li>• Annual review of effectiveness as part of annual report.</li> <li>• Induction for new members</li> <li>• </li> <li>• New Safer and Stronger South Gloucestershire Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership Maturity Assessment to be carried out 2017/18</li> </ul>	Chair of Strategic Partnership	Annual
S3	<p><b>Mishandling and/or mismanagement of information</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>• Inappropriate behaviour by Partnership representative</li> <li>• Partner giving message without prior consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of reputation</li> <li>• Loss of public confidence</li> <li>• Split partnership</li> </ul>	3	1	9	<ul style="list-style-type: none"> <li>• Confidential reports clearly marked as such</li> <li>• Members required to sign Confidentiality agreement for DHRs</li> <li>• Secure access arrangements for DHR reports</li> <li>• SSCSP signed up to formal Information Sharing Agreement</li> <li>• SOG signed up to formal Information Sharing Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Review Information Sharing arrangements in preparation for implementation of new General Data Protection Regulations</li> </ul>	Chair of Strategic Partnership	Annual

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
			I	L	S				
S4	<p><b>Ineffective setting of priorities and resource allocation</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>Lack of robust methodology</li> </ul>	<ul style="list-style-type: none"> <li>Difficulties in comparing different crime types</li> <li>Difficult to justify decisions</li> <li>Decisions not taken on basis of evidence.</li> <li>Priorities based on loudest voices</li> <li>Challenge to Partnership's prioritisation and allocation of resources</li> </ul>	1	3	3	<ul style="list-style-type: none"> <li>Risk Assessment process to be used for 2017/18 Strategic Assessment</li> </ul>		Strategic Partnership	31/03/18
<b>PERFORMANCE AND DELIVERY – Risks related to standards and provision of service</b>									
P1	<p><b>Non-supply of depersonalised data</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>Misunderstanding of the Data Protection Act</li> <li>Partner's staff unwilling to co-operate</li> <li>Not aware of the requirements under S.115 of the Crime &amp; Disorder Act 1998 and the Police and Justice Act 2006.</li> <li>Changes in IT make exchange of data physically impossible regardless of willingness to do so.</li> </ul>	<ul style="list-style-type: none"> <li>Inability of CSP to carry out statutory Strategic Assessment</li> <li>Non-compliance with S.115 of the Crime &amp; Disorder Act 1998</li> <li>Information Officers unable to provide statistical information and analysis</li> <li>Operational Case Review Panels unable to make decisions through lack of information</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Crime &amp; Disorder Act 1998 and Police and Justice Act 2006 require data to be shared to prevent or solve a crime or criminal act</li> <li>Partnership has signed up to new Information Sharing Agreement</li> <li>Implementation of access to depersonalised Police data for SGC data officer</li> </ul>	<ul style="list-style-type: none"> <li>Review arrangements in preparation for implementation of General Data Protection Regulations 2018</li> </ul>	Performance Mgt & Business Support Team Leader	Ongoing

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
			I	L	S				
P2	<p><b>Partners ability to provide quality data</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>• <i>Non-collection of minimum data set</i></li> </ul>	<ul style="list-style-type: none"> <li>• Risk that relevant intelligence will be missed</li> </ul>	3	1	3		<ul style="list-style-type: none"> <li>• Ensure partners know the minimum data sets required and timescales for provision</li> </ul>	Performance Mgt & Business Support Team Leader	Quarterly
P3	<p><b>Partners non-allocation of resources</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>• <i>Capacity in conflict with priorities</i></li> </ul>	<ul style="list-style-type: none"> <li>• Reduced resources would limit sustainability of services, projects or initiatives</li> <li>• Adverse impact on partnership's reputation – partnership working; public perception</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>• Partnership Plan includes statement of partners resource allocation</li> <li>• Allocation of joint funds continues to be agreed by Partnership</li> </ul>		Chair of Strategic Partnership	Annual
P5	<p><b>Mismatched demands placed on Community Safety Partnerships</b></p> <p><i>Partnership operates at a strategic rather than operational level.</i></p> <p><i>Increasingly, the Government is placing more operational responsibility – such as the commissioning and overview of Domestic Homicide Reviews – on Community Safety Partnerships, which are inconsistent with this approach to their work.</i></p>	<ul style="list-style-type: none"> <li>• Members of the Partnership required to carry out roles they are not trained or equipped to do.</li> <li>• Possible negative impact on individuals</li> <li>• Possible negative impact on actions and decisions of the Partnership</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>• Monitor impact</li> <li>• Ensure Members of Partnership have opportunity to alert someone to any personal concerns</li> <li>• Secure support on individual case basis if and when required.</li> </ul>		Chair of Strategic Partnership	Annual

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
			3	3	9				
P6	<p><b>Responsibilities for dealing with community safety issues not clear across Boards / Strategic Partnership</b></p> <p><i>. Triggered by:</i></p> <ul style="list-style-type: none"> <li><i>Lack of clarity over responsibilities</i></li> </ul>	<ul style="list-style-type: none"> <li>Duplicated effort</li> <li>Failure of strategic oversight</li> <li>Multiple reporting leading to ineffective governance and direction</li> <li>Gaps in provision</li> <li>Failure to understand full extent of crime and disorder</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Development workshop with Health and Wellbeing Board</li> <li>Development, circulation and discussion of report on Responsibilities for Personal and Community Safety.</li> <li>Inclusion of Strategic Safeguarding Manager on SOG</li> <li>Presentation on different crime-type at each SSCSP meeting in order to build understanding</li> <li>Inclusion of Safeguarding and hidden crimes in Strategic Assessment 2017/18</li> </ul>	<ul style="list-style-type: none"> <li>SSCSP Development Day</li> </ul>	Chair of Strategic Partnership	Annual

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
<b>LEGAL – Risks related to possible breaches of legislation</b>									
L1	<p><b>Failure to meet statutory requirements of relevant legislation (Crime &amp; Disorder Act 1998, Police Reform Act 2002, Police &amp; Justice Act 2006, etc)</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>Loss of knowledgeable partners</li> <li>Loss of key management</li> <li>Perverse decisions by the Strategic Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Home Office intervention</li> <li>Loss of reputation</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Induction Guide for new partners</li> <li>Induction event for new partners</li> <li>Annual Delivery Plan clarifies requirements and operating arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Review and briefing paper on all new relevant legislation for partners to be produced when required</li> </ul>	Chair of Strategic Partnership	Annual
<b>RESOURCES – Risks associated with financial planning and control; internal and external funds; personnel</b>									
R1	<p><b>Reduced funding</b></p> <p><i>Triggered by:</i></p> <ul style="list-style-type: none"> <li>Reduced core funding from Partners</li> </ul>	<ul style="list-style-type: none"> <li>Staff cuts could result in serious impacts to service delivery</li> <li>Reduced funding would limit sustainability of services, projects or initiatives</li> <li>Adverse impact on reputation – partnership working; public perception</li> <li>Inability to deliver key aspects of agenda, e.g. ASB, Alcohol Services</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Annual Strategic Assessment indicates trends and priorities</li> <li>Performance reports to Strategic Partnership</li> <li>Strategic Partnership to scrutinise and challenge clearly identify priorities</li> <li>Partnership representative on LSP to champion Community Safety spend</li> <li>Joint consideration of</li> </ul>		<p>Head of Safe and Strong Communities</p> <p>Deputy District Comman'r</p>	Annual

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk		Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
					potential reductions to understand impact of individual organisations changes and mitigate impact on other partners and service			
R2	<p><b>Unfunded statutory obligations:</b> <i>Triggered by:</i> <i>New obligations imposed by HM Government such as Domestic Homicide Review</i></p>	<ul style="list-style-type: none"> <li>The Strategic Partnership has had statutory obligations such as funding Domestic Homicide Reviews placed on it but no longer has any funding of its own.</li> <li>External (Govt) funding has been passed to the PCC and the Partnership therefore has no funding of its own.</li> <li>Unless funding is secured for individual cases the Strategic Partnership will be unable to meet legal requirements.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Agree protocol between statutory Responsible Authorities for split of costs</li> </ul>	Chair of Strategic Partnership	Annual

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
R3	<p><b>Contracts/Commissioning price</b>  <i>Triggered by:</i>  <i>Incompetence</i>  <i>Poorly priced work</i></p>	<ul style="list-style-type: none"> <li>Financial loss</li> <li>Potential deficit</li> <li>Damage to reputation</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Ensure compliance with commissioning organisation's procurement and contracting procedures and processes</li> <li>Formal decision making route agreed by the Strategic Partnership.</li> <li>Effective scrutiny of performance by services commissioned</li> </ul>	<ul style="list-style-type: none"> <li>Proper costing of proposed services or interventions undertaken</li> </ul>	SSCSP	Ongoing
<b>PERSONNEL</b>									
Pe1	<p><b>Inappropriate personnel recruited</b>  <i>Triggered by:</i>  <i>Not following recruitment procedures</i>  <i>Job Description/Person Description not including DANOS/SJNOS</i></p>	<ul style="list-style-type: none"> <li>Inability to provide services</li> <li>Under-performing staff</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Managed within each employing organisation's management procedures</li> </ul>	<ul style="list-style-type: none"> <li>Managed within each employing organisation's management procedures</li> </ul>	SOG	Ongoing

Ref	The Risk <i>What can happen and how it can happen</i>	Consequences/Benefits	Inherent Risk			Mitigating Actions/Opportunities	Further Action Required	Risk Owner	Review Date
Pe2	<b>Loss of key staff</b> <i>Triggered by:</i> <ul style="list-style-type: none"> <li>• <i>Short-term contracts</i></li> <li>• <i>Relocation</i></li> <li>• <i>Reorganisation</i></li> <li>• <i>Uncertainty over future of posts</i></li> <li>• <i>Reduced public sector finance</i></li> </ul>	<ul style="list-style-type: none"> <li>• Continuity of service lost with direct impact on key areas of work</li> <li>• Loss of local knowledge and understanding</li> <li>• Loss of expertise, networking/ partnership working skills</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>• Recruitment and retention strategy includes modernised recruitment processes; internal Resourcing; acting ups; job redesign; flexible employee specifications; flexible working; career grades; pay reviews, trainee schemes</li> <li>• Contingency arrangements include use of specialist agency, agency staff and interim managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Managed within each employing organisation's management procedures</li> </ul>	SOG	Ongoing